



**Communications and
Engagement Strategy**
2014 - 2016



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Introduction

Healthwatch Hampshire is the consumer champion for health and social care in Hampshire. It is one of 152 local Healthwatch organisations set up as a result of the Health and Social Care Act 2012.

Healthwatch Hampshire can only be successful by working closely with others including strategic partners and local communities. A strong, co-ordinated communications and engagement strategy is essential to ensure the wide variety of stakeholders can be involved and informed, positive publicity opportunities are maximised and the potential for less-favourable publicity is identified and prepared for.

Healthwatch Hampshire will use a wide range of communications channels to ensure it reaches all its stakeholders who will have differing areas of focus and who will require differing levels of engagement.

Background

Healthwatch Hampshire replaced Hampshire Local Involvement Network (LINk) in April 2013 but inherited some of its legacy in terms of people (previous members (volunteers) of the LINk) and expectations about its role and style of working.

The first year has involved recruiting staff, developing relationships with key stakeholders and starting to raise awareness about Healthwatch with the public and third sector throughout the county.

The engagement work of other organisations was mapped to identify good practice and gaps, to avoid unnecessary duplication and to see how Healthwatch Hampshire's priorities fit into any existing plans and structures.

Structure of Healthwatch Hampshire

Healthwatch Hampshire is a Community Interest Company. A Board of Executive and Non-executive Directors set the strategic direction and work with three partners (Help and Care, Citizens Advice (in Hampshire and the Isle of Wight) and Community Action Hampshire) to deliver the functions of the organisation.

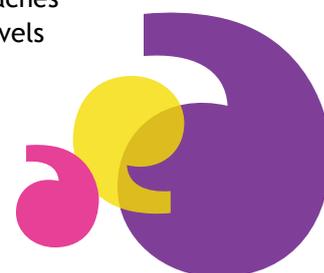
The Healthwatch Hampshire staff from each of the delivery partners work together as a combined team supported by a team of volunteers.

Definitions of communications and engagement

Communication relates to an exchange of information in order to produce desired outcomes (which may range from raising awareness to changing behaviour).

Good communication is based on a clear understanding of desired outcome, that is what your intended audience(s) should know, think or do differently as a consequence of the communication.

Engagement enables stakeholders to shape and influence the organisation's work by gathering their views, concerns and ideas, and ensuring they are considered properly. For the purposes of this strategy engagement is divided between stakeholder relationships (that is strategic partnerships with people who have an on-going interest in our work on a corporate or organisational level, usually based on shared agendas and areas of interest) and public engagement which focuses on individual contributions.



Aims of the strategy

The aims of this strategy will be used to support the key priorities set by the Board and should be considered when new strategies and plans are developed. The aims are listed below.

- Increase awareness of and about Healthwatch Hampshire with the population of Hampshire.
- Build continuous and meaningful engagement with the public, patients and carers (including seldom heard groups) to influence the shaping of health and social care services in Hampshire - acting as a conduit to ensure the public voice influences, and is directly involved in, the decisions made by health and social care commissioners.
- Develop and maintain a positive profile as a well-connected player in health and social care.
- Promote and defend Healthwatch Hampshire's reputation as an independent, professional, credible organisation.
- Develop key relationships between Healthwatch Hampshire and stakeholders.
- Enable Healthwatch Hampshire to gain evidence-based views that are representative of the community rather than personal or single-issue views of active members of the community.
- Champion the voices of seldom heard groups to enable them to be heard. This includes children and young people and those with protected characteristics (age, disability, Gender Reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex (previously referred to as gender) and sexual orientation).
- Support the delivery of the annual key priorities of Healthwatch Hampshire.

The achievement of these aims will need to be progressed through a diverse and overlapping mix of stakeholders.



Principles of good communication

Healthwatch Hampshire will ensure it meets the following principles of good communication.

● **Clear**

Information is in plain language, and available in the most appropriate format for the audience, eg: easy read, different languages, large print, audio.

● **Inclusive and accessible to all members of the community**

There are a diverse range of people living in Hampshire and so it is important to ensure that communications take account of this diversity so that sections of the population are not disadvantaged. This could include translated or alternative format information.

● **Corporate**

Communication style and message is consistent within Healthwatch Hampshire.

● **Effective**

The methods used for communication and engagement are 'fit for purpose', cost-effective and delivered on time.

● **Honest, open, accurate and impartial**

The reasons for questions and decisions are available; decision-makers are accessible and willing to discuss why they were made. Feedback is given on whether views expressed have been included and if not, why they were not. The outcome is never pre-determined.

● **Planned**

Communication and the involvement of patients and the public is an integral part of all Healthwatch Hampshire activity. Enough time will be planned to enable full participation.

● **Two-way**

Systems exist to support communication with patients, carers, the local community, statutory, voluntary and private sector organisations and provide feedback after they have given their views (eg: 'You said, we did')

● **Timely and current**

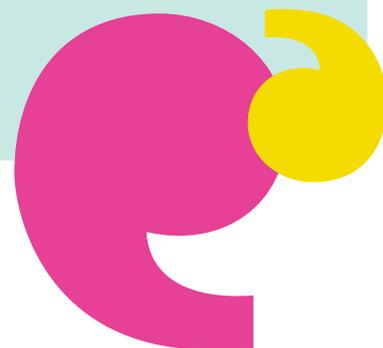
Information is provided at the time it is needed, is relevant and is capable of being interpreted in the correct context.

● **Targeted, monitored and reviewed regularly**

The right message is reaching the right audiences, in the right format, at the right time.

● **Legitimate**

In accordance with legislations and codes of practice.



Target audience

As the role of Healthwatch Hampshire is evolving, it is vital that relationships are developed with key audiences. Time spent building relationships is a worthwhile investment to allow for strong, effective partnership working and to provide wider insight and understanding about the priorities and views of local people.

These audiences have been divided into nine distinct stakeholder group types that Healthwatch Hampshire will need to communicate and engage with to achieve the aims of this strategy. The key stakeholders are as follows:

People living in Hampshire

- Adults and older adults
- Children and young people
- Seldom heard (such as protected characteristics)
- Rural and urban communities
- Potential volunteers

Voluntary organisations

- Those doing similar work (ie: consumer voice, health, social care)
- Those working with people Healthwatch Hampshire wants to hear from
- Social groups (for specific diseases, conditions or demographics)

Commissioners of health and social care services

- Clinical Commissioning Groups (CCGs) (x5)
- Hampshire County Council (including public health)
- NHS South of England
- Wessex Local Area Team

Providers of publicly-funded health and social care services

- Hampshire-based NHS Trusts and NHS Foundation Trusts (Hampshire Hospitals NHS Foundation Trust, Portsmouth Hospitals NHS Trust, Solent NHS Trust, Southern Health NHS Foundation Trust, University Hospital Southampton NHS Foundation Trust)
- Hampshire County Council
- Nursing and care homes
- Registered social care suppliers
- GPs
- Pharmacists
- NHS Dentists
- Ophthalmologists

Statutory organisations

- District and Borough Councils (x11)
- Health Overview and Scrutiny Committee
- Health and Wellbeing Board
- Wessex Local Education and Training Board
- Wessex Local Medical Committee
- Hampshire and Isle of Wight Local Dental Committee
- Hampshire and Isle of Wight Local Pharmaceutical Committee
- Neighbouring Local Healthwatch (x6)
- Healthwatch England
- Care Quality Commission Monitor
- Trust Special Administrator (when convened in Hampshire)

Media

- Local and regional broadcast and print

Political partners

- County and District Councillors
- MPs

Healthwatch volunteers

- Healthwatch Champions
- Volunteers working on projects
- Enter & View Authorised Representatives

Healthwatch Hampshire

- Staff (Help and Care and Community Action Hampshire employees)
- Citizens Advice Bureau leadership/management and Healthwatch lead in each Bureau
- Delivery partners' staff, Boards and Trustees
- Healthwatch Hampshire Board

A map showing the boundaries for the CCGs in Hampshire can be seen in appendix A.

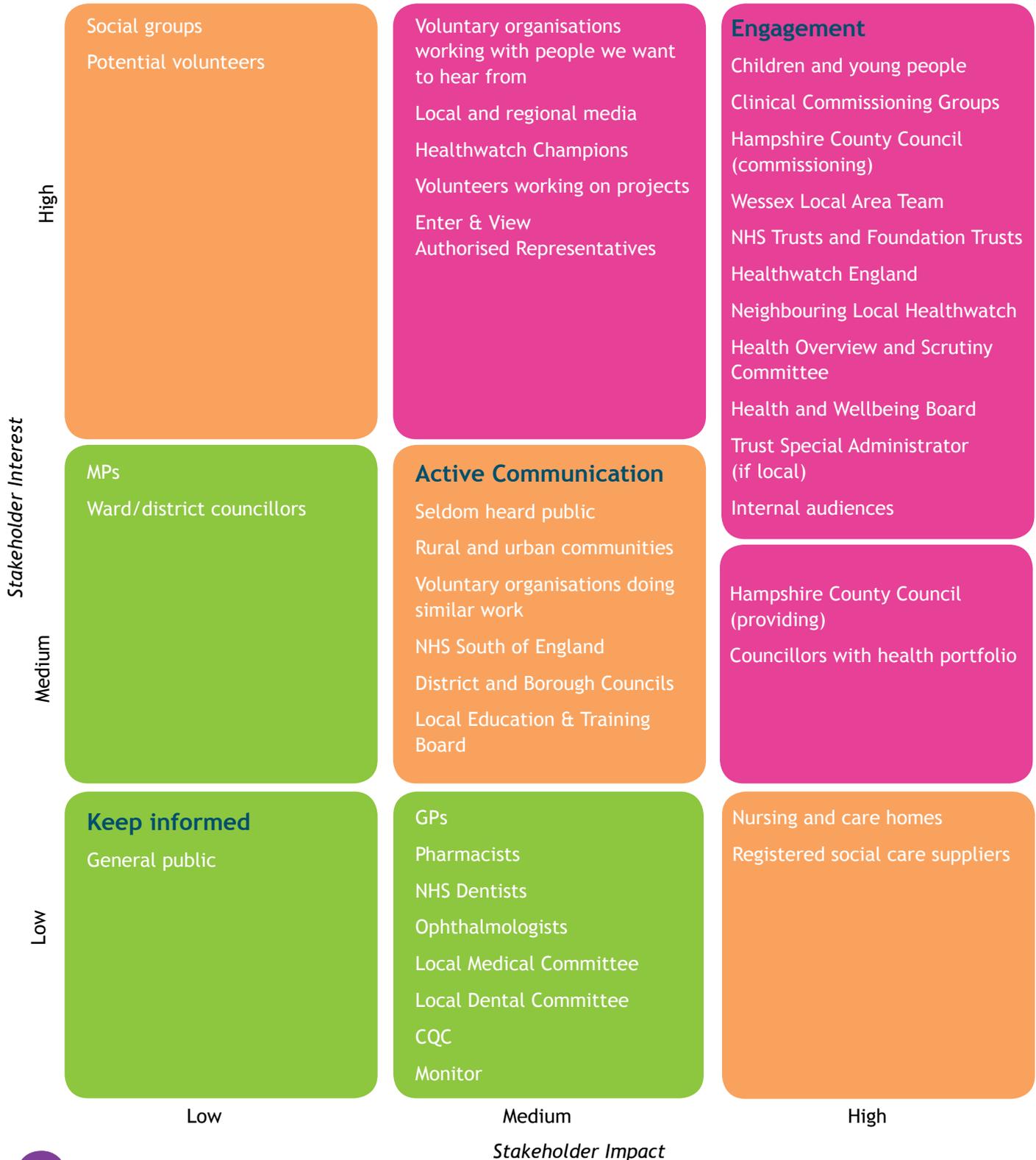
A summary of how the aims are linked to the above key stakeholders is summarised in appendix B.



Targeting communications

The various target audiences have been reviewed for their interest in, and influence over, Healthwatch Hampshire and its priorities. The **desired** position for each audience is shown in the map below.

Healthwatch Hampshire desired stakeholder map



As Healthwatch Hampshire is still developing its relationships, the current position of many of these audiences may be different to their position in the map above.

An outline of the main ways Healthwatch Hampshire will maintain and/or develop its relationship with all of these audiences is outlined in appendix C.

It will be essential to regularly review the current stakeholder map and how it compares against the

desired map to ensure stakeholders are communicated with appropriately, and that their position on each map is still correct.

The levels of involvement ('engagement', 'active communication' and 'keep informed') will help to determine how each target audience will be communicated with. An outline of the communications styles and channels that will be used is shown at below.

Approach	Level of interest/influence	Communications channels
Engagement <ul style="list-style-type: none"> Balanced, two-way communications Working together to develop solutions Genuine willingness on both parts to reach mutual understanding which may involve adapting approach 	<ul style="list-style-type: none"> High influence, high interest High influence, medium interest High interest, medium influence 	Bespoke methods: <ul style="list-style-type: none"> Workshops / events One-to-one meetings Presentations Emails Plus access to all channels listed for 'active communications' and 'keep informed'
Active communications <ul style="list-style-type: none"> Share plans and ideas Discuss implementation Act on feedback where possible 	<ul style="list-style-type: none"> High influence, low interest Medium interest, medium influence High interest, low influence 	Adapt existing fora and channels: <ul style="list-style-type: none"> Dedicated area of website and online FAQs Social media interactions (tweetchats, facebook discussions) Drop-in information events Ebulletins / newsletters Information in other organisations' newsletters Posters Leaflets / postcards Plus access to all channels listed for 'keep informed'
Keep informed <ul style="list-style-type: none"> Least active One-way Factual promotion ('sell') 	<ul style="list-style-type: none"> Medium interest, low influence Medium influence, medium interest Low interest, low influence 	Make use of existing fora and channels: <ul style="list-style-type: none"> Media coverage (from press releases) Website Social media updates Partnership People Posters Leaflets / postcards Information readily and publicly available

Communication mechanisms

Effective engagement is about getting the right messages to the right audiences through the most appropriate channels at the most appropriate time. The stakeholder mapping work will enable Healthwatch Hampshire to consider the communications and engagement needs of individual stakeholders.

The following general mechanisms for communications will be available:

Website

Healthwatch Hampshire will continue to develop its website as a source of information and to receive information and experiences from the people of Hampshire.

Media relations

Healthwatch Hampshire will take a proactive approach to the media, offering regular contact to help reporters and editors understand the organisation and develop working relationships with key broadcast and print media.

Social media - Twitter, Facebook and YouTube

Social media will be used for information sharing from other sources, event promotion, to engage specific audiences as part of projects and general promotion of Healthwatch Hampshire's work and achievements.

Publications

Healthwatch Hampshire will produce a range of publicity and information material and reports that will be available electronically, through its website, and as hard (printed) copies.

Other organisations' newsletters and websites

Healthwatch Hampshire will actively seek to get information into other organisations' newsletters and onto their websites (eg: voluntary organisations, district, borough and parish councils, health and social care providers and commissioners).

Campaigns and events

Healthwatch Hampshire will arrange and/or support campaigns and events on a variety of health and social care topics or where there are opportunities to make organisations and members of the public aware of Healthwatch Hampshire.

Meetings

Representatives from Healthwatch Hampshire (staff and volunteers) will attend other organisations' meetings to raise awareness and hear people's views about health and social care.

When the Healthwatch Hampshire Board holds its meetings in public, it will make the agendas, minutes and public papers available through its website.

Direct contact and signposting service

The access points to the Healthwatch Hampshire signposting service (website, telephone, CABx) will all be available to help promote the work of Healthwatch Hampshire.



Key messages

To help raise awareness and develop understanding of the role of Healthwatch Hampshire, it will use and reinforce the four key messages below and encourage volunteers and stakeholders to use them too.

We will help you and your family get the best out of your local health and social care services.

Tell us what is going on in health and care services where you live.

We can provide information about health and care services and help you navigate the system.

We're independent, transparent and accountable and we're powerful - we have the strength of the law and the national influence of Healthwatch England behind us.

These key messages can be adapted to each audience and to fit the level of engagement being done.

Implementation of the communications strategy

To be effective, a communications strategy must be a live working document relating to what is happening in the world around it. Regularly reviewed action plans will therefore be needed to support this strategy.

The Healthwatch Hampshire Manager will review the communications planning and activities regularly to ensure they are still relevant and responds to any changes and new information or insight.

The Healthwatch Hampshire Board will monitor progress with this strategy and its supporting plans twice a year.

In addition, communications and engagement plans will be developed to meet each of the annual Healthwatch Hampshire priorities (such as: working with children and young people about their views on health services). Each of these plans will relate back to this strategy.

Budget and resources

Healthwatch Hampshire has a communications and promotional budget from its contract which will support this work. At times, it will seek communications support to assist in achieving the goals of this strategy.

Evaluation

The impact of this strategy will be measured through:

- Stakeholder and public awareness of Healthwatch Hampshire and its achievements
- Analysis of media coverage
- Feedback from journalists
- Feedback from stakeholders
- Website usage (unique visits, time spent, number of 'click-throughs, etc)
- Interaction through Twitter (followers, retweets, mentions, direct messages)
- Interaction through Facebook (number of organisational likes, likes and shares of posts, comments)
- Invitations to attend events / speak at meetings
- Attendances at Healthwatch Hampshire events and meetings.



Equality and Diversity

Healthwatch Hampshire is committed to meeting the requirements of the Equality Act 2010 by demonstrating due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

This means that when designing and implementing communications and engagement activities, Healthwatch Hampshire will take account of the diversity of the population it covers, and the potential barriers to communication and involvement some people face.





Appendix A: Hampshire Clinical Commissioning Group (CCG) boundaries

- | | |
|---|---|
|  NHS North East Hampshire & Farnham CCG |  NHS Southampton CCG |
|  NHS North Hampshire CCG |  NHS Portsmouth CCG |
|  NHS West Hampshire CCG |  NHS Fareham & Gosport CCG |
|  NHS South Eastern CCG |  NHS Isle of Wight CCG |



Appendix B: Aims linked to audiences

Aim	People living in Hampshire	Voluntary Organisations	Commissioners	Providers	Statutory Organisations	Media	Political Partners	Staff	Volunteers
Increase awareness of and about Healthwatch Hampshire with the population of Hampshire	🗣️	🗣️				🗣️	🗣️		
Build continuous and meaningful engagement with the public, patients and carers (including seldom heard groups) to influence the shaping of health and social care services in Hampshire	🗣️	🗣️				🗣️			🗣️
Develop and maintain a positive profile as a well-connected player in health and social care	🗣️	🗣️	🗣️	🗣️	🗣️	🗣️	🗣️		🗣️
Promote and defend Healthwatch Hampshire's reputation as an independent professional, credible organisation	🗣️	🗣️	🗣️	🗣️	🗣️	🗣️	🗣️		🗣️
Develop key relationships between Healthwatch Hampshire and stakeholders		🗣️	🗣️	🗣️	🗣️	🗣️	🗣️		
Enable Healthwatch Hampshire to gain evidence-based views that are representative of the community rather than personal or single-issue views of active members of the community	🗣️	🗣️				🗣️			🗣️
Champion the voices of seldom heard groups to enable them to be heard.	🗣️	🗣️			🗣️	🗣️			🗣️
Support the delivery of the annual key priorities of Healthwatch Hampshire								🗣️	

Appendix C: Relationship development with key stakeholders

Stakeholder	Current position	Desired position	Tactic for change/maintenance
People living in Hampshire			
Adults and older adults	Keep informed	Active communication	<ul style="list-style-type: none"> Public awareness, targeted topics
Children and young people	Engagement	Engagement	<ul style="list-style-type: none"> Continue/maintain
Seldom heard (ie: protected characteristics)	Keep informed	Active communication	<ul style="list-style-type: none"> Public awareness Via voluntary organisations
Potential volunteers	Keep informed	Active Communication	<ul style="list-style-type: none"> Public awareness Events Publicity about work & achievements of volunteers
Voluntary organisations			
Those doing similar work (ie: consumer voice, health, social care)	Keep informed	Active communication	<ul style="list-style-type: none"> Work with Community Action Hampshire
Those working with people Healthwatch Hampshire wants to hear from	Keep informed	Active communication	<ul style="list-style-type: none"> Work with Community Action Hampshire
Social groups (for specific diseases, conditions or demographics)	Keep informed	Active communication	<ul style="list-style-type: none"> Target for specific projects
Commissioners of health and social care services			
Clinical Commissioning Groups (CCGs) (x5)	Varied	Engagement	<ul style="list-style-type: none"> Maintain and develop 1:1 meetings Joint event for all CCG Lay Members and engagement leads
Hampshire County Council (including public health)	Engagement	Engagement	<ul style="list-style-type: none"> Maintain and develop
NHS South of England	Keep informed	Active communication	<ul style="list-style-type: none"> Information and priority sharing Event for all their Local Healthwatch
Wessex Local Area Team	Engagement	Engagement	<ul style="list-style-type: none"> Maintain and develop

Stakeholder	Current position	Desired position	Tactic for change/maintenance
Providers of publicly-funded health and social care services			
NHS Trust and NHS Foundation Trusts (x5)	Various	Engagement	<ul style="list-style-type: none"> • 1:1 meetings • Attend their events • Information sharing
Hampshire County Council	Various	Engagement	<ul style="list-style-type: none"> • 1:1 meetings • Information sharing • Enter and View reports • Attend events • Develop relationships with departments and individuals
Nursing and care homes	Keep informed	Active communication	<ul style="list-style-type: none"> • Targeted awareness materials • Enter & View reports • Targeted communication
Registered social care suppliers	Keep informed	Active communication	<ul style="list-style-type: none"> • Targeted awareness materials • Enter & View reports • Targeted communication
GPs	Keep informed	Active communication	<ul style="list-style-type: none"> • Targeted awareness materials • Public events in their practices • Links with their PPGs
Pharmacists	Keep informed	Active communication	<ul style="list-style-type: none"> • Targeted awareness materials
NHS Dentists	Keep informed	Active communication	<ul style="list-style-type: none"> • Targeted awareness materials
Ophthalmologists	Keep informed	Active communication	<ul style="list-style-type: none"> • Targeted awareness materials
Statutory organisations			
District and Borough Councils (x11)	Keep informed	Active communication	<ul style="list-style-type: none"> • Targeted awareness materials • Meetings with health & social care portfolio holders and officers
Health Overview and Scrutiny Committee	Active communication	Engagement	<ul style="list-style-type: none"> • Joint work/reports • Pre-meets with Chair and officer
Health and Wellbeing Board	Keep informed	Engagement	<ul style="list-style-type: none"> • Active participation at meetings and workshops • Bring evidence-based views to discussions • Developing relationships with other organisations represented at the Board



Stakeholder	Current position	Desired position	Tactic for change/maintenance
Statutory organisations (continued)			
Wessex Local Education and Training Board	Active communication	Engagement	<ul style="list-style-type: none"> • 1:1 discussions
Wessex Local Medical Committee	Keep informed	Active communication	<ul style="list-style-type: none"> • Take evidence-based views to them • Developing relationships with GPs • Joint project
Hampshire and Isle of Wight Local Dental Committee	Keep informed	Active communication	<ul style="list-style-type: none"> • Take evidence-based views to them • Targeted awareness materials • Joint project
Hampshire and Isle of Wight Local Pharmaceutical Committee	Keep informed	Active communication	<ul style="list-style-type: none"> • Take evidence-based views to them • Targeted awareness materials • Joint project
Neighbouring Local Healthwatch (x6)	Engagement	Engagement	<ul style="list-style-type: none"> • Maintain and develop • Joint projects • LAT Work
Healthwatch England	Active communication	Engagement	<ul style="list-style-type: none"> • Share good work • Get involved in national events • Provide case studies for their national media/reports
Care Quality Commission	Keep informed	Active communication	<ul style="list-style-type: none"> • Attend events • Share findings and concerns • Participate in inspection events
Monitor	Keep informed	Keep informed	<ul style="list-style-type: none"> • Share findings and concerns
Trust Special Administrator (when convened in Hampshire)	Keep informed	Engagement (if applicable locally)	<ul style="list-style-type: none"> • 1:1 meetings • Participation in events • Share findings and concerns
Media			
Local and regional broadcast and print	Keep informed	Engagement	<ul style="list-style-type: none"> • 1:1 meetings with editors or news editors or health correspondents • Provide timely statements • Offer spokespeople • Issue press releases
Political partners			
County and District Councillors with health portfolio	Active communication	Engagement	<ul style="list-style-type: none"> • Involvement in their meetings • 1:1 meetings
Ward/District Councillors	Keep informed	Keep informed	<ul style="list-style-type: none"> • Targeted awareness material
MPs	Keep informed	Keep informed	<ul style="list-style-type: none"> • Targeted awareness material • Share findings and concerns

Stakeholder	Current position	Desired position	Tactic for change/maintenance
Healthwatch volunteers			
Healthwatch Champions	Active communication	Engagement	<ul style="list-style-type: none"> • Events • Regular contact/updates • Share opportunities for them to be involved • Publicise their work with others
Volunteers working on projects	Keep informed	Engagement	<ul style="list-style-type: none"> • Events • Regular contact/updates • Share opportunities for them to be involved • Publicise their work with others • Training
Enter & View Authorised Representatives	Active communication	Engagement	<ul style="list-style-type: none"> • Events • Regular contact/updates • Share opportunities for them to be involved • Publicise their work with others • Training
Healthwatch Hampshire			
Staff (Help and Care and Community Action Hampshire employees)	Engagement	Engagement	<ul style="list-style-type: none"> • Good team/staff management
Citizens Advice Bureau leadership/management and Healthwatch lead in Bureau	Active communication	Engagement	<ul style="list-style-type: none"> • Work with CAB on HWH Board and paid HW lead • Participation in their training and events • Supply materials for public areas
Delivery partners' staff, Boards and Trustees	Active communication	Active communication	<ul style="list-style-type: none"> • Through support for delivery partner member of HWH Board • Maintain
Healthwatch Hampshire Board	Engagement	Engagement	<ul style="list-style-type: none"> • Board Development • Clear roles and expectations • Robust Board reports



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